

PLANNING AHEAD

Notes for the Planning and Policy
Community



US Army Corps
of Engineers

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A Note from the Leader of the Planning Community of Practice

Greetings! In my remarks this month, I would like to focus on the efforts of Planning Community of Practice, and in particular the Planning Advisory Board, to move forward on invigorating and energizing the **Planning Excellence Program (PEP)**. To borrow a phrase, these efforts are designed to move the Planning Excellence Program “from Good to Great.”

Last month, the Planning Advisory Board met to develop the next steps in the evolution of the Planning Excellence Program. These steps will continue efforts to maintain and strengthen planning capability and to address the findings and recommendations of the *Report on the State of the USACE Planning Capabilities*, a September 2007 report produced under the leadership of Mr. Thomas W. Waters, former Chief of the Planning Community of Practice.

A copy of the Executive Summary of that report, including the report findings and recommendations was provided in the October 2007 issue of *Planning Ahead* and is accessible at the following link http://www.usace.army.mil/cw/cecw-cp/news/pa_newsletter/v10i9.pdf.

The original 2002 PEP consisted of Planner Training and Development; Planning Leadership; Centers of Specialized Planning Expertise; Quality Assurance/Quality Control; Delegation of Approval Authority; Planning Model Improvement; Environmental Benefit Evaluation Procedures; Environmentally Sustainable Project Formulation; and Re-establish National Water Policy Review under the overall direction of the Chief, Planning and Policy Division.

The current emphases to strengthen the PEP will focus on four areas:

- (1) **Planning Capability** including training and development, leadership development, succession planning and exporting policy knowledge to the field;
- (2) **Planning Community of Practice (CoP)**, including energizing the planning sub-CoPs, information and knowledge sharing through conferences, activities, newsletters and CoP websites; supporting R&D efforts; planning guidance development; developing a planning module for the New Commanders Course; and workload sharing;
- (3) **Planning Centers of Expertise**, including plans for long-term sustainability; oversight of independent technical review and external peer review; planning model improvement and certification; support the R&D program and teaching, coaching, consulting, mentoring and sharing lessons learned; and

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(4) **Quality Management**, including the well defined role of District offices in the production of quality products; the importance of Division offices to quality assurance and oversight of assigned district offices; Planning Centers of Expertise overseeing independent technical review and external peer review of Corps products; MSC execution of delegated authorities; and HQUSACE assessment visits.

A cornerstone effort to strengthen the Planning Community of Practice and the planning capability of the Corps is the upcoming **Planning Community of Practice Conference**, scheduled for May 19-22 in San Antonio, Texas. The organizing committee, under the leadership of Mr. Bruce Carlson, has put together an outstanding program with speakers including the Honorable John Paul Woodley, Jr., Assistant Secretary of the Army for Civil Works, Lt. General Robert Van Antwerp, Chief of Engineers and Mr. Steven L. Stockton, Director of Civil Works, as well as an all hands meeting of planning chiefs and a dynamic series of technical sessions. The conference is designed to share insights and lessons learned, foster the exchange of ideas with your peers, expose planners to new ideas, identify and generate best practices for the future, and encourage planners to lead strategically as they develop sound water resource solutions.

I encourage all planners to make every effort to attend this important event as the Planning Community of Practice moves from “Good to Great.” Additional information concerning the Planning Community of Practice conference is available at the conference website: <http://www.usace.army.mil/cw/cecw-cp/2007pres/Conference%20web%20site.htm>.

Essayons!

Theodore A. “Tab Brown, P.E., MBA
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WORDS FROM THE EDITOR

This month’s issue of *Planning Ahead* begins **Mr. Bruce Carlson**, Conference Chairman of the upcoming 2008 Planning Community of Practice conference providing an update on the latest information concerning the conference including announcement that the agenda for the conference has been posted to the conference website.

Mr. Brett Walters of the Alaska District and a member of the Planning Associates Class of 2008 provides a report on the Planning Associates activities during their “DC Experience.”

Ms. Judith Walker of the URS Group and **Ms. Christy Sorrels** of the Galveston District provide a report on the use of IWR-GeoFIT in conducting a structure inventory as part of the Raymondville, Texas drainage project.

Mr. Stuart Davis of the Institute for Water Resources and **Mr. Brian Maestri** of the New Orleans District report on a three day expert elicitation workshop held in Arlington, VA to develop nonresidential content values and multifamily damage functions.

Ms. JoAnn Duman of the Southwestern Division

provides some thoughts on flood insurance, Corps guidance concerning calculation of economic benefits, “100 year protection”, and hydraulic modeling in a new feature of the newsletter entitled “Perspectives from Planners.” I think you will enjoy Joan’s thought provoking comments.

Also included in this month’s issue of the newsletter are announcements of PROSPECT training courses, an announcement of the “Consulting with Tribal Nations” course and the announcement of a course on “Advanced Multi-Party Negotiation of Environmental Disputes” offered by the U.S. Institute for Environmental Conflict Resolution. Also there is a listing of employment opportunities within the Corps, upcoming conferences and recently released reports.

Thank you for your continued interest and support of *Planning Ahead*.

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PLANNING CoP NEWS

Planning Community of Practice Conference 2008: PLANNERS LEADING STRATEGICALLY: Developing Sound Water Resources Solutions

by Bruce Carlson, Headquarters

Here are the latest updates on the conference, to be held May 19-22, 2008 in San Antonio, Texas.

CONFERENCE AGENDA ANNOUNCED

The Conference Program PDT is proud to present this year's agenda, now available online:

<http://www.usace.army.mil/cw/cecw-cp/2007pres/agenda.htm>

An overview of the conference sessions is contained in the "Conference at a Glance" file, and a detailed listing of all topics to be presented during the "Concurrent Sessions" is contained in the "Detailed Sessions" file. Pre-conference activities (see third section) are also available at no charge, but require advance registration and are available on a first-come, first-served basis.

Central to the agenda are the nearly 100 presentations from field practitioners, representing a wide variety of planning innovations and applications from around the Corps. These concurrent sessions are organized by the conference themes that the work supports, and represent an array of disciplines that represent the whole team needed to make planning work.

In addition, we will hear plenary presentations from Corps leaders and representatives of State and Regional water management organizations to discuss the big-picture context of the Corps today and into the future. There will be sessions devoted to exploring a number of "Corporate Issues" as well as two sessions for the sub-CoPs to hold session.

CONTINUING EDUCATION CREDITS AVAILABLE

Persons attending this year's conference may be able to earn Continuing Education credits necessary to fulfill their professional certification obligations or other requirements. Although eligibility requirements vary significantly across professions and regions, a standard form will be available to document your participation in the conference and to track professional development hours (PDH) earned.

DON'T FORGET TO REGISTER TODAY!

Registration fees for the conference are being collected online. The fee for this year's conference is \$170, which helps to defray the various conference related expenses and includes daily breakfasts.

All conference participants must register and pay online in advance, so please sign up and make your payment as soon as possible. For your convenience, your credit card will not be charged for the Conference fee until April 21, 2008.

<https://www.regonline.com/builder/site/Default.aspx?eventid=177955>

LAST CHANCE FOR HOTEL RESERVATIONS – SECURE YOUR ROOM TODAY!

The block of rooms being offered by The Crowne Plaza Riverwalk Hotel will close on Friday April 18, unless depleted earlier. Rooms are still available at the special conference rate of \$140 for conference attendees. Don't delay, make your reservation today:

<http://www.ichotelsgroup.com/h/d/cp/1/en/cwshome/DPRD-78JPQL/SATPS>

Note that the government rate of \$140 exceeds normal per diem, but is within the allowed limit for conferences per the JTR. We'll provide more information to registrants about how to properly note this on your travel orders as the date gets closer.

If you prefer to make your reservation by telephone, please contact the hotel directly (rather than through the national toll-free line) at 1-210-354-2800. Be sure to register under the Corps of Engineers Conference block of rooms (code RD5) which must be specified if registering by phone.

Watch future issues of Planning Ahead for more announcements on the program. And remember that the Conference web site will be updated regularly, so please visit it periodically to stay current with Conference developments:

<http://www.usace.army.mil/cw/cecw-cp/2007pres/Conference%20web%20site.htm>

Announcement of Advance Registration for Pre-Conference Workshops

In conjunction with the Planning Community of Practice Conference, there will be two workshops held on the afternoon of **Monday, May 19th**. The topic of the workshops will be collaboration and the use of collaborative tools and decision making.

A brief description of the workshops follows below. There is no fee for attending the workshops, but advanced registration is required. If you are interested in registering for either of these workshops, please contact Kerry Redican at Kerry.M.Redican@usace.army.mil by April 18th.

Workshop Title: "Collaboration in NEPA", Monday May 19, 1:00-5:00 P.M.

Learn how to integrate more effective collaboration into your environmental planning processes under the National Environmental Policy Act (NEPA). The U.S. Institute for Environmental Conflict Resolution will help participants explore when and how to design collaboration into NEPA processes using appropriate and feasible approaches to collaboration given specific situational opportunities and constraints. Essential skills needed to design, implement, and participate effectively in collaborative NEPA processes will be discussed using the case example of the Missouri River Ecosystem Restoration Plan Study/EIS, currently being initiated jointly by the Omaha and Kansas City Districts. The workshop will draw on the recent guidance from the President's Council on Environmental Quality's included in its *Handbook on Collaboration and NEPA*. You will also learn about renewed efforts within USACE to improve employees' capacity to engage effectively in collaborative problem solving and environmental conflict resolution.

http://www.usace.army.mil/cw/cecw-cp/2007pres/docs/collab_in_nepa.pdf

Workshop Title: “Collaborative Planning Tools”, Monday 19, 1:00-5:00 P.M.

This interactive workshop provides an opportunity for planners and other water professionals to learn more about using collaborative approaches to formulate water management solutions. The workshop will show planners how to integrate traditional planning processes with structured public participation and collaborative computer modeling using the Shared Vision Planning (SVP) approach (www.SharedVisionPlanning.us). The workshop will also demonstrate the Sustainable Rivers project’s use of collaborative tools to help restore and protect the ecological health of rivers while continuing to meet human needs (e.g. flood risk management).

Direct exposure to various collaborative process and computer tools will include a hands-on experience in collaborative SVP modeling, and in using tools from IWR’s Hydrologic Engineering Center and the Nature Conservancy.

http://www.usace.army.mil/cw/cecw-cp/2007pres/docs/collab_plan_tools.pdf

Announcement of Developmental Assignment at the Office of the Assistant Secretary of the Army for Civil Works

The Office of the Assistant Secretary of the Army for Civil Works again has a developmental assignment available to work under the Deputy Assistant for Project Planning and Review. This is a significant opportunity for a senior Corps employee, typically at the GS-13/14/15 level or upper pay band 2 or pay band 3, with proven leadership and management skills, and with a strong planning background, to work directly with the ASA(CW)'s office on the highest level Civil Works project planning issues. The primary focus of the position is the review and management of Army Civil Works decision documents as they are coordinated with the Office of Management and Budget and forwarded to the Congress or evaluated for approval by the Secretary. Excellent opportunities also exist to participate in policy development and determinations of a host of issues addressed in the ASA(CW)'s office such as crediting evaluations, budget issues and Congressional interactions in the authorization and appropriations areas. Applicants must have good interpersonal relationship and communications skills and be highly self motivated. The assignment typically lasts for 120 days and is located in the GAO/HQUSACE building at 441 G Street, N.W. Washington, D.C., however, other assignment durations will be considered.

The first assignment for this position was filled by Cliff Fitzsimmons, who wrote about his experiences in the January 2008 issue of Planning Ahead, http://www.usace.army.mil/cw/cecw-cp/news/pa_newsletter/pa_news.html.

This is a Professional Development assignment. Any travel and per diem costs will be borne by Washington, and labor is to be covered by the home office of the individual. The starting date is appropriately 5 May 2008 and we are looking to fill this position with one or more candidates until mid December 2008.

Interested candidates should submit a brief resume with your supervisor's endorsement, and dates of availability to Raleigh Leef, CECW-P, NLT 18 April 2008.

Engineer Update Begins Series of Articles on Actions for Change

Members of the Planning Community of Practice are advised that [Engineer Update](#) has begun a series of articles on the Actions for Change program.

In the [February 2008 issue](#) of *Engineer Update*, Mr. Gary House, senior program manager (acting) authored an article on the background of the Actions for Change program and the implementation plan for the program.

The Actions for Change program is a major change initiative to transform our planning, design, and construction, operation and maintenance principles, and decision-making processes. Key elements of the program are changes that will enhance the way the Corps uses risk to guide decision making and ensures that all stakeholders understand the risks associated with projects.

The basic tenets of the program are an increased focus on public safety in our policies and practice, increased use of risk management in our decision-making and recommendations, improved risk communication, and a focus on systems rather than individual projects. All the actions are interrelated and interdependent and will be integrated for execution of the program, as well as integrated into overarching USACE strategic planning.

Background

In August 2006, Lt. Gen. Carl Strock, the Chief of Engineers, announced the 12 Actions for Change, a set of concepts the Corps will focus on to transform its priorities, processes, and planning. The actions were developed from an analysis of the performance of the Southeast Louisiana Hurricane Protection System, as well as other analyses inside and outside USACE.

After Lt. Gen. Robert Van Antwerp became the Chief of Engineers he voiced his support for the program, plus a desire to “simplify the message.” To that end, the program is now known as Actions for Change. The original 12 Actions have been grouped into four themes for implementation:

Theme 1: Comprehensive Systems Approach

Theme 2: Risk Informed Decision Making

Theme 3: Communication of Risk to the Public

Theme 4: Professional and Technical Expertise

The Actions for Change program will be executed by four national teams reporting to Headquarters.

In the [March 2008 issue](#) of the *Engineer Update*, Dr. Kathleen White of the Cold Regions Research and Engineering Laboratory and team leader for Actions for Change Theme 1 authored an article on the activities of the Theme 1 team. Theme 1 – Comprehensive Systems Approach, encompasses three of the original 12 Actions for Change defined in August 2006 by Lt. Gen. Carl Strock, then Chief of Engineers:

Action 1 – Employ an integrated, comprehensive, systems-based approach.

Action 5 – Employ adaptive planning and engineering systems.

Action 6 – Focus on sustainability.

Theme 1 products and activities will enable planning, design, construction, operation and maintenance, and decision-making using a Comprehensive Systems Approach. This approach shifts the focus from individual projects to an interdependent system, and from local or immediate solutions to regional or long-term solutions.

This approach also incorporates flexible and anticipatory management to address the effects of dynamic conditions and non-linear processes of nature and to promote long-term project sustainability.

Planning Ahead will continue to summarize and link to future issues of *Engineer Update* for updates on activities associated with the Actions for Change program.

FEATURED ARTICLES

The Planning Associates Class of 2008 Washington DC Experience

By Bret Walters, Alaska District

The 2008 Planning Associates class hit the road again in February and March. This time, it was for the DC Experience.

For the first time, the class met Joy Muncy, the PA Program Manager and the Course Owner for the DC Experience, in person.

The trip was fast-paced and filled with opportunities to meet and talk to USACE policy and decision makers from Headquarters (HQ) and the Institute for Water Resources (IWR). The class also gained insight into the Corps' working relationships with other organizations through meetings and conversations with the Assistant Secretary of the Army for Civil Works (ASA(CW)) and his staff, staff from the Office of Management and Budget (OMB), leaders from several other agencies and non-governmental organizations, as well as members of Congress and their staffs.

Joy managed to shoehorn a staggering number of busy and knowledgeable people from numerous organizations into the schedule without a significant glitch. The basic itinerary for the 2008 DC Experience included:

26 Feb – IWR Day
27 Feb – HQ and ASA(CW) staff meetings
28 Feb – Authorization, WRDA and Appropriations
29 Feb – Water Resource Policy History and Project Review
03 Mar – DC Area Tour with USACE Historian
04 Mar – Pentagon, ASA(CW) & OMB
05 Mar – The Hill, hearings, visit Senators and Representatives
06 Mar – Other Federal Agencies (NRCS, USFWS, CEQ)
07 Mar – Other Interest, Government Relations, Story Teller
10 Mar – Risk Communication
11 Mar – Media Day
12 Mar – Shadow Day

13 Mar – Independent Technical Review, Evaluation and Wrap-Up

Every event allowed the PAs to interact with recognized experts. They worked hard and tried to be prepared to take full advantage of the great opportunities that this once in a life-time trip afforded them. The schedules were tight, which made the time seem to go even faster.



PAs catching a bite to eat when and where they can

There were many educational and memorable moments during the trip. One of the biggest highlights of the trip was the “Shadow Day” that allowed the PAs to spend a day observing senior leaders in action. Their individual experiences are briefly described below.



Candida Bronson, Jacksonville District, spent most of her day with Major General Don Riley, director of Civil Works and soon to be deputy commander. The General attended and spoke at the National Waterways Conference, demonstrating the importance of listening to and discussing Corps projects with our stakeholders. The most memorable moments for Candida were the warm and frank communication with those interested in our projects and the

opportunity for some one-on-one discussions early in the day.

Mike Dietl, Sacramento District, had a dual shadow experience (Steve Stockton the deputy for Civil Works and Rodger Cockrell the principal staffer for the Senate Appropriations Committee on Energy, Water, and Related Agencies). Mike shadowed Rodger in the morning, where he spoke to the National Waterways Conference and gave a talk titled “We have the President’s Budget Now What.” Later, he had the chance to sit down with Rodger and discuss the inner workings on the Senate subcommittee. That afternoon, Mike shadowed Steve Stockton and listened in on discussions with the California Central Valley Flood Protection Board on how system-wide improvements are going to proceed. Steve introduced Mike to many high level individuals including three commissioners from the Mississippi River Commission, District Engineers, and many stakeholders. Mike said his shadow experience was a highlight of his career and shows how valuable the Planning Associates Program experience is.

Adam Fox, Detroit District, shadowed Doug Lamont, the deputy ASA(CW). He serves as the principal advisor to ASA(CW). Adam met with Mark McKeivitt and Lamont at their offices in the Pentagon to spend the day learning about the deputy's duties and the Planning and Policy work he is involved in. Fellow PAs Gregg Williams and Miriam Gilmer joined Doug and Adam during a morning meeting in ASA(CW) Woodley's office. After the meeting, Woodley personally met with each PA and asked about projects they were involved in with their Districts.

Then, after a quick trip to the GAO building, Adam and Lamont participated in another meeting - this time with Kim Smith and other staff about changes in Work-in-Kind and Crediting provisions called for in WRDA 2007. The day concluded with a discussion between Adam and Lamont on the role the ASA(CW) plays in relation to the Corps’ efforts to get projects to and through OMB. Adam said he enjoyed the experience and would spend more time with Lamont, given the opportunity.



The PAs met with ASA(CW) Woodley and his staff at the Pentagon

Tony Friona, Buffalo District, spent the day shadowing Robert Dawson and several associates from his lobbying firm, Dawson & Associates, Inc. It is the only lobbying firm that specializes specifically in Corps of Engineers issues. Dawson is a former ASA(CW) and former Associate Director of OMB. Associates that Tony had the opportunity to spend time with included: Lieutenant General Elvin R. Heiberg III, who retired from the military as the 46th Chief of Engineers; Richard E. Sanderson, former Director of the Office of Federal Activities of the U. S. Environmental Protection Agency; and Lester Edelman, former Chief Counsel of the Corps of Engineers. With so much experience to share, Tony said his experience with Dawson & Associates was nothing less than excellent.



Miki Fujitsubo, Sacramento District, shadowed Carol Angier, Civil Works deputy for the RIT of North Western Division (NWD). The

day was within a short lull of the NWD delegation “storm” of visiting stakeholders, lobbyists, and Corps folks that peaked the week before, including the well known Pacific Northwest Waterways Association reception. The lull allowed time to talk

about the workings of the RIT, HQ, and NWD. Carol reinforced the idea that it is all about “relationships” and networking face-to-face in getting things done. Miki also was able to meet and talk with Carol’s RIT planner, Russell Kaiser about his responsibilities and past work with the regulatory Community of Practice (CoP). Miki said it was an informative and rewarding day that not only extended his HQ network, but created new friendships.

Miriam Gilmer, Seattle District, shadowed Claudia Tornblom, Deputy Assistant Secretary of the Army (Management and Budget), in the Office of the ASA (CW). Tornblom's day consisted of back-to-back decisions on issues that the Planning Associates class had discussed in the preceding 2 1/2 weeks: Executive Review Board, WRDA implementation guidance, and the Inland Waterways Trust Fund. Tornblom also addressed issues concerning the Tomb of the Unknown Soldier at Arlington National Cemetery. As a result of her shadow experience, Miriam said she has a better understanding of the process for developing the policy, guidance and legislation that governs the execution of Corps projects.

John Peukert, St. Louis District, shadowed Robyn Colosimo, chief, Office of Water Project Review. This experience turned out to be enlightening and a great learning opportunity. John attended several meetings ranging in scope from putting together the details of the upcoming Planning Community of Practice Conference to dealing with complex and time compressed issues concerning high profile Corps studies. John says Colosimo was open in sharing her vast knowledge and was candid about the challenges that face the Office of Water Project Review.

Ronald Pinzon, New York District, experienced what a day with the North Atlantic Division’s RIT was like by shadowing deputy chief, Wes Coleman. Ronald was exposed to many of the issues that arise and what the RIT goes through to solve problems and support the team and the Corps’ Civil Works mission. They attended the California Marine Affairs and Navigation Conference where the Corps briefed a consortium of California harbors, ports and marine interest groups on the Corps’ Civil Works business lines and budgeting status. Ronald also spent some time with Mohan

Singh, chief of the Interagency and International Services Community of Practice and the North Atlantic and Gulf Region Divisions’ RITs. In the afternoon, Ronald was briefed by Wes and RIT project manager, Cynthia Jester, on some issues regarding the Delaware River Main Channel Deepening Project. Ronald said he returned to New York with greater insight and appreciation of the high level of coordination and guidance the RITs provide to the Districts and Divisions.

Jeff Strahan, Norfolk District, shadowed Tab Brown, acting leader of the Planning and Policy Community of Practice. He was able to join Brown for a meeting with Harry Kitch to discuss the Planning Excellence Program. He was also able to participate in a meeting with the New York Department of Environmental Conservation and listen in on a briefing for the Mississippi Coastal Project. This was especially interesting to Jeff since he grew up in Gulfport, Mississippi. Jeff said it was a full and rewarding day.



Bret Walters, Alaska District, shadowed Gary Loew, chief, Programs Integration Division. Bret benefited from the fact that Loew’s day

was packed with a variety of experiences. In the morning, Loew held a couple of staff meetings at his office and presented budget, policy and legislative information at two local navigation related conferences. In the afternoon he participated in an OMB multi-agency Performance Improvement Council meeting and met with lobbyists, a member of congress, congressional staff and several constituents to discuss the process and options for reprogramming funds on Corps projects. Later in the afternoon, they returned to the office where they discussed proposed legislation that could affect the Corps. That evening, they attended a reception at the Rayburn Building. It was an impressive day. Bret learned a lot and gained many important insights over the course of the day.



Gregg Williams, Memphis District, shadowed Chip Smith (shown in photo), assistant for Environment, Tribal, and Regulatory Affairs.

The day kicked off with a meeting with ASA(CW) Woodley and local project sponsors. Greg said he was inspired by the high energy, enthusiasm, and compassion of all Woodley's staff. In addition to sitting in on numerous meetings, Gregg enjoyed getting some one-on-one time with Smith over lunch and the remainder of the day. In the afternoon, Smith provided an overview of policy and legislation. This brought up several interesting discussions concerning current regulatory and watershed related issues. Gregg says his shadow day confirmed the value of having both regulatory and civil works experience and was one of the highlights of his DC experience.

The Planning Associates are looking forward to their next experience in Walla Walla, Washington. There, they will concentrate on resolving Endangered Species Act, hydropower, water supply, and recreation related issues. From there, they will go directly to Folsom, CA to learn more about flood damage reduction projects.

Bret Walters is an environmental specialist for the U.S. Army Corps of Engineers, Alaska District. He can be reached at bret.l.walters@usace.army.mil.



PAs visit the Iwo Jima Memorial in Arlington, VA

2008 Planning Associates Itinerary

1. **Orientation, Leadership, Communication, Team Building Skills (Oct–Nov 2007)**
2. **Customized Plan Formulation (December 2007)**
3. **Engineer and Research Development Center (ERDC) (January 2008)**
4. **Deep Draft Navigation (January 2008)**
5. **Washington DC Experience (February – March)**
6. Endangered Species Act, Hydropower, Water Supply, and Recreation (April)
7. Flood Damage Reduction (April)
8. Watersheds/Planning Community of Practice (PCoP) Conference (May)
9. Inland Navigation (June)
10. Ecosystem Restoration (June)
11. Small Boat Harbors, and Intergovernmental Affairs (July)
12. Cultural Resources and Tribal Affairs (July)
13. Hurricane Storm Damage (July)

* Bolded titles indicate completed courses.

Experiences from the Field: Using IWR-GeoFIT for a Structure Inventory Update in Texas

by Judith Walker, URS Group, Gaithersburg,
Md. and Christy Sorrels, Galveston District

The IWR-GeoFIT software program proved its worth this past February for the U.S. Army Corps of Engineers, Galveston District. Renewed local interest in the Raymondville, Texas drainage project prompted Galveston District's need to update the study area's structure inventory, which was last done in 2004. The Corps contracted URS Inc. in Gaithersburg, Maryland to perform this update in January 2008. The Raymondville Drain is one element of the Lower Rio Grande Basin project that is currently being reevaluated. The area is located in extreme south Texas known as "the Valley." The nature of the flooding is generally shallow, influenced by overland flow, of long duration and vulnerable to tropical storms and hurricanes.

The original geo-referenced database was created utilizing county district appraisal data and information collected in the field. This database provided the foundation for the structure database used in IWR-GeoFIT. In order to get IWR-GeoFIT up and running, minor reformatting of the Access database had to be performed. In addition, a few basic shapefiles and a locator file had to be created in ArcGIS. These tasks were performed by following the steps outlined in the IWR-GeoFIT Administration Manual.

URS provided a two-person team to conduct the structure inventory. Each team member was provided with a laptop computer for data entry and a digital camera. URS was asked to survey and photograph a random sample of 10 percent of the originally identified structures, all public buildings, and any previously unidentified structures within the study area. The random sample was conducted by having Microsoft Excel select numbers from the list of unique IDs created by the IWR-GeoFIT software.

The team surveyed an average of over 300 structures per day. Since the team only surveyed a random sample of buildings, there was more travel time between buildings than in a typical survey. Regardless, over 1,000 surveys were completed in 3 days of fieldwork.

Rural areas tend to have lower daily survey totals than urban/suburban areas, because these areas typically take more time to get to, have fewer buildings, and the buildings are further apart. Commercial buildings take longer to survey than residential buildings because there is an additional information tab, and surveyors may not be familiar with the Marshall & Swift occupancy codes. The more experience a surveyor has with IWR-GeoFIT, identifying structure component types (e.g. wood shake versus wood shingle siding), and Marshall & Swift occupancy codes, the higher the daily survey total.

These observations come from the Raymondville Drain project, as well as two other structure inventories conducted for the New Orleans District by URS. One project, which also served as the field beta test for IWR-GeoFIT, required an inventory of approximately 18,100 structures. The other project was smaller, with just under 7,000 structures surveyed. These study areas contained rural areas, but also had large areas of dense residential neighborhoods. Daily survey totals ranged anywhere from 200 to over 700 surveys completed per team.

Toughbook laptops are used as field computers, and have worked well on all URS GeoFIT projects. They are sturdier than typical laptops and have a touch screen. Touch screens are one of the most useful features to have in the field, because they are more efficient when moving between the different data fields than the tab key or mouse. However, a major drawback to Toughbooks is their weight: the computer weighs approximately 9 pounds, and therefore can only be used when surveying from a vehicle, and not when walking.

Post fieldwork database processing is described in detail in the Administration Manual. For the smaller Raymondville Drain project, the post-processing was handled by someone with basic Microsoft Access and moderate ArcGIS skills. However, for larger projects in which multiple computers are used to collect data, a higher level of Access and ArcGIS expertise is required.

Based on recent experience, IWR-GeoFIT is a very useful tool, and has saved considerable time by providing a user-friendly interface, data storage and organization, the ability to batch download information into Marshall & Swift Estimator packages, and a reduction in the risk of duplicating efforts in the field. For any structure inventory requiring more than 100 or so surveys, this program is worth using in the field.



Dorothy Mecom of Optinet, a subcontractor to URS, conducting a floodplain inventory in Raymondville, Texas, using IWR-GeoFIT.

The Corps Teams Up With FEMA to Derive Nonresidential Damage Functions

by Stuart Davis of IWR and
Brian Maestri of New Orleans District

The Corps of Engineers are working in a partnership with FEMA to develop nonresidential typical content values and multifamily damage functions. The two agencies conducted a 3-day expert elicitation workshop in Arlington, Virginia, March 25-27, 2008. The effort was funded by FEMA for communities to use in their mitigation grant application. It is anticipated that the Corps will use these damage functions for estimating expected annual damages in feasibility studies.

Stuart Davis of IWR and Brian Maestri of New Orleans District worked with URS Corporation in organizing and managing the workshop. A team of eight experts, with National experience in flood damage estimation and restoration and cost estimation worked together to estimate typical square foot values and depth-damage functions for nonresidential building types and typical per square foot content values and depth-damage functions for approximately 20 categories of nonresidential use. Damage functions were also estimated for apartment buildings.

Jason Weiss and Christine Frey led the effort for URS in planning and organizing the effort. JoAnna Wagschal of URS facilitated the workshop. A draft report with content-to-structure value ratios and structure and content depth-damage functions is expected to be completed in time for the Corps's Planning Community of Practice Conference in May.

Structure depth-damage functions were estimated for engineered and pre-engineered structures; and content depth-damage functions were estimated for commercial offices, furniture stores, electronic stores, supermarkets, convenience stores, fast food and table service restaurants, medical offices, hospitals, auto repair shops, warehouses, schools, motels, religious facilities, apartments, fire stations, and correctional facilities.



The panel members at the nonresidential expert elicitation workshop in Arlington, Virginia are pictured here: seated from left to right: Jeff Washington of the American Correctional Association; Wally Wilson of W.A. Wilson Consulting Services; Greg Ridgley of Heely International, Inc., and Joe Klein of Dewberry; and standing are Frank Headen of First Restoration Services, Inc., Marty King of the Restoration Industry Association, Bill Young, an Independent Insurance Adjustor, and Jack Young of FEMA Disaster Response.



JoAnna Wagschal of URS, Inc. is shown here facilitating the FEMA-Corps nonresidential damage workshop as expert panel members enter their estimates.

PERSPECTIVES FROM PLANNERS

BAD HABITS

By JoAnn Duman, Southwestern Division

The "Perspectives From Planners" column is an occasional feature where senior planners are invited to share their opinions on topics of interest to the Planning Community of Practice.

Flood insurance is an area where the Corps of Engineers has bad habits and we need to mend our ways. People in flood plains should buy flood insurance. If they are protected by a levee or a dam that is certified as providing 100-year protection, the insurance is available at the same low rates as for property outside a mapped flood plain.

While levees and dams reduce the risk of flooding, failure of these flood control structures likely means total loss for flooded houses. New Orleans homeowners located in areas that experienced shallow flooding every 2 or 3 years (due to what we call interior drainage) had flood insurance and were able to rebuild after Katrina covered their homes several feet deep. But most homes that had never flooded before were not required to be insured, and they have yet to be replaced.

Bad habit number 1 is Corps guidance that states there are economic benefits for removing the flood insurance requirement for homes behind certified levees. For reasons of economic theory, the benefits are estimated as the savings in flood insurance agency administration costs per policy, a number published every year in the economic guidance memorandum. Since administrative costs are equal for every policy, regardless of premium levels, there will be no savings if homeowners buy flood insurance. The Corps should not encourage what we now know is the wrong-headed idea that flood protection eliminates the need for insurance. We must eliminate the guidance on benefits from reducing the number of floodplain homes that are insured.

Bad habit number 2 is "magical thinking" about "100-year protection." David Marstaud, FEMA Assistant Administrator, Mitigation Directorate, has explained that the 100-year standard was an actuarial decision for insurance risk. Yet we have adopted an insurance basis for likely payment of repeated claims as an engineering parameter and goal. We encourage backward thinking among public officials, homeowners, and ourselves that there is something magic about "100-year" (or 200-year as the State of California has recently enacted). We act as if the 100-year mark is a fixed limit below which there is no safety from flooding, and beyond which there is no

need to worry about flood loss. We strain to justify at least 100-year protection, believing that in doing so we have achieved our goal in serving the public. You disagree that our thought process is backward? There are countless reports that state "the project removes xxx number of houses from the 100-year flood plain" when not a single residence will be moved from the ground upon which it sits. Worse yet, numerous reports reject nonstructural measures "because they don't provide 100-year protection," although houses relocated outside the flood plain (and their occupants) would have complete protection from future flood loss. Before we can improve our communication of risk to the public, we must stop denying this bad habit exists and get our thinking straight.

Bad habit number 3 is trying to save time and money by limiting hydraulic modeling to the cross sections that define the top of flow in the channel (stream or river to other people), not in the overbank, and never modeling at all the with-project condition outside the channel -- especially not inside a proposed levee or below an upstream dam analyzing the effects of a breach. Our guidance says that feasibility reports will depict the without project and with project 100-year and 500-year flood plains, but we let that requirement go because we claim the effort would not be "valued added." We must work with project sponsors to determine what modeling is needed to demonstrate failure potentials and evacuate or otherwise protect public safety.

Further, we can no longer reserve H&H expertise for problem areas where years of incremental land use and other decisions have created the need for major flood control works. It would be better to work with FEMA in advance of problems, supporting their mitigation programs, to enable coalitions of mayors, municipal officials, and others to know the future infrastructure costs they can avoid by choosing different standards for the developments they approve. FEMA saw a need for this 20 years ago and partnered with the Corps in expanded flood plain information studies (XFPI). The technology was crude (no GIS, GUI, or even personal computers) and local officials did not show interest in anything beyond meeting the minimum restrictions needed to be eligible for the flood insurance program. Post-Katrina, today's city governments are likely to want such information. By providing Corps expertise to prevent flood problems we'd be substituting a good habit for a bad one.

EMPLOYMENT OPPORTUNITIES

These are but a few of the many available positions advertised on the Army's Civilian Personnel on line website:
<http://cpol.army.mil>

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **NCFL08650137**

Opening Date: March 14, 2008 **Closing Date:** April 13, 2008

Position: YD- 3/YA-3: Civil Engineer (0810), Community Planner (0020), Social Science (0101), General Engineer (0801), General Biological Science (0401), Architect (0808)

Salary: \$93,107 - \$157,412 Annual

Place of Work: HQ US Army Corps of Engineers; Directorate of Civil Works; Mississippi Valley & Great Lakes/Ohio River Div.; Regional Integration Team, Washington DC

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 02

NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: As Senior Water Resources Program Planner is responsible for the mgmt of Civil Works planning activities on the most difficult & demanding water resources studies & projects. Planning is accomplished to address a variety of water resources issues which may require developing solutions to problems such as those involving large dams & reservoirs, locks & dams, flood way & channel improvements, fish & wildlife measures, beach erosion control. Provides expert advice to agency field activities on all matters pertaining to the conduct of planning studies. Reviews progress of reconnaissance & feasibility phases of feasibility studies. Reviews HQUSACE element reports & actions for compliance with planning objectives & guidance as required. Conducts reviews & develops recommendations for approval of continuing authorities projects. Evaluates OCE staff comments on proposed & final Chief's reports to determine significance &/or appropriateness for incorporation into the final Chief's report.

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **SCGV08650597-1**

Opening Date: March 19, 2008 **Closing Date:** April 18, 2008

Position: YA-2: Economist (0110), Archaeologist (0193), Community Planning (0020)

Salary: \$47,400 - \$106,266 Annual

Place of Work: The salary includes a local market supplement of 19.11% and is the minimum and maximum total salary/rate range authorized for this vacancy. US Army Engineer Dist, Jacksonville, Everglades Division, South Florida Restoration Branch, Jacksonville, FL 32232

Duty Location: West Palm Beach, FL

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 01

NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: Incumbent will apply scientific & engineering principles & practices to resolve a broad range of issues & problems related to the Comprehensive Everglade Restoration Plan (CERP) mission. Using extensive technical knowledge of project planning, design & evaluation, directs a multi-discipline team in the analysis & design of system wide projects. Provides leadership to ensure work for the everglades restoration is properly coordinated & ensures schedules are met. Applies engineering experience of Project Implementation Reports (PIRs), technical appendices development & plans & specifications requirements for South Florida Everglades Ecosystem Restoration Projects. Applies extensive knowledge of numerous CERP projects such as Modified Waters Deliveries (MWD), Everglades Agricultural Area (EAA), Site 1, Tamiami Trail & many other critical projects. Participates in critical criteria & monthly progress/review meetings.

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **SWGR08387316**

Opening Date: April 04, 2008 **Closing Date:** April 18, 2008

Position: COMMUNITY PLANNER, DB-0020-4/GS-12/14

Salary: \$65,315 - \$119,314 Annual

Place of Work: US Army Engineer Research & Development Center, Cons. Eng. Research Lab, Installations Div. Ecological Process Branch, Champaign, IL

Position Status: Temporary Position Not to Exceed: 4 years -- Full Time

Number of Vacancy: 01

Duties: The incumbent of this position is responsible for proposing, planning, executing, and documenting research in support of the Center for the Advancement of Sustainability Innovations. Responsibilities include developing technologies and data to help military

services protect the sustainability of critical training capabilities and assets. Conduct national, regional, and local scale analyses of current and future incompatible land use issues. Quantify historic and current trends and risk factors by analyzing landscape changes in the vicinity of military installations. Incumbent will analyze current and proposed regional plans to understand implications of those plans on installation's future opportunities to support different training and testing missions. Work with regional organizations to develop and test alternative land use scenarios. Participate in interagency and interdepartmental collaborative research projects and use GIS systems to perform complex spatial analyses.

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **SWGY08517199-1**

Opening Date: March 26, 2008 **Closing Date:** April 16, 2008

Position: YA-2: COMMUNITY PLANNING (0020), ECONOMIST (0110), ARCHEOLOGIST (0193)

Salary: \$44,600 - \$100,975 Annual

Place of Work: US Army Engineer District, New Orleans, Hurricane Protection Office, New Orleans, LA

Position Status: Temporary Position Not to Exceed: TERM 3 Years -- Full Time

Number of Vacancy: Many

NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: The incumbent is responsible for managing the efficient and effective coordination and accomplishment of the planning, scoping, development, design, construction, and direction of Hurricane Protection System (HPS) projects. As the project manager, the incumbent is a leader/coordinator for various professional disciplines and functions within and outside the Corps of Engineers to include the engineering, economics, environmental, and physical science disciplines. The HPS projects include myriad features and complicating technical considerations such as extensive sediment carrying capacity of streams, unstable soil conditions of stream banks, silting problems, hydraulic and hydrologic considerations, soil geology, structural and architectural design, water quality parameters, etc. Leads/directs the efforts of a group of 2-5 subordinate project managers, engineering technicians, and supporting administrative personnel engaged in project management functions.

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **WTKC08236536**

Opening Date: March 19, 2008 **Closing Date:** April 18, 2008

Position: GS-13/: Social Sciences Manager (0101), Economist (0110), Biological Sciences Manager (0401), General Engineer (0801), Landscape Architect (0807), Civil Engineer (0810), Physical Scientist (1301)

Salary: \$90,949 - \$118,239 Annual

Place of Work: US Army Engineer District, South Pacific Div., Programs Directorate, Program Support Div., DST (SPR Planning & Policy COP Team) San Francisco, CA

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 01

Duties: Serves as a staff level planning technical manager, program manager, and technical specialist for the study and development of projects that include flood control, flood damage reduction, environmental restoration, water conservation and supply, hydropower, or water quality. Provides oversight and staff level management of water and related land resource plan formulation for assigned studies and projects. Reports cover improvements comprised of multiple integrated features such as dams, roads, bridges, levees, channels, flood walls, utility relocations, non-structural measures, environmental restoration and mitigation areas and monitoring programs. Serves as an expert in the formulation of water and related land resource projects requiring the analysis of scientific and technical information to develop engineeringly sound and economically and environmentally feasible alternatives to a full array of planning objectives. Serves as a expert in flood plain management activities.

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **WTKC08364203**

Opening Date: March 27, 2008 **Closing Date:** April 28, 2008

Position: YX-2: Social Science (0101), Regional Economist (0110), Project Manager (0401), Project Manager (0801), Physical Scientist (1301), Civil Engineer (0810)

Salary: \$44,601 - \$100,976 Annual

Place of Work: US Army Engineer District, Albuquerque, Planning, Project and Program Mgmt Div, Civil Planning and Project Mgmt Branch, Albuquerque, NM

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 01

NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: Serves as a Project Manager responsible for the overall management, control, coordination and execution of assigned Civil Works water resources programs and projects. Implements corporate decisions, guidance, laws, regulations, and policy in the

development of the project and intermediate products in support of the program. Responsible for managing the efficient and effective coordination and accomplishment of the planning, scoping, design, construction, and direction of assigned Corps of Engineers Civil Works water resources projects. Projects may include dams, water diversion structures, bridges, floodwalls, levees, river control structures, bypasses, flood plains, ecosystem restoration, relocations, rights-of-way, and operations and maintenance aspects. The position requires a broad water resources background and experience in various functions; a full and in-depth understanding of the Corps of Engineers' procedures, policies, and a strong project management.

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **SWHB08583880**

Opening Date: March 17, 2008 **Closing Date:** April 15, 2008

Position: GS-12: Economist (0110), Biologist (0401), Landscape Architect (0807), Civil Engineer (0810), Environmental Engineer (0819)

Salary: \$73,515 - \$95,574 Annual

Place of Work: US Army Engineer District, Galveston, Planning, Env & Reg Div, Planning & Env Br, Planning Sec, Galveston, TX 77553, Duty Station; Galveston, TX

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 1

Duties: You will serve as lead planner with responsibility for effectively developing, conducting, coordinating, and reviewing several pre-authorization, post-authorization, and continuing authorities, studies concerning water and land resources development. Coordinates continuing authorities projects from initiation to construction completion. Studies involve engineering investigations, economic and environmental determinations, and recommendations for authorizing and constructing Federal water resource projects. Directs comprehensive planning studies to develop the water resource potential, preserve and enhance the environment, and promote economic growth of a basin or area. Integrate sponsor/constituent requirements and participation into a comprehensive plan that is fully coordinated with all contributing agencies and organizations. Assist in managing assigned projects budget and schedule.

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **WTKC08426842**

Opening Date: April 02, 2008 **Closing Date:** May 02, 2008

Position: Regional Economist, GS-0110-7/T 11

Salary: \$40,752 - \$78,404 Annual

Place of Work: U. S. Army Engineering District, Los Angeles, Planning Division, Economic & Social Analysis Group, Los Angeles, CA.

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 1

Duties: Performs economic research and analysis to assess the benefits and costs of water resources development projects. Participates in the evaluation of benefits derived from proposed flood-control, navigation, recreation, ecosystem restoration and water supply projects. Determines research requirements, plans the sequence of tasks and arranges schedules for the study process. Determines sources of data, types of benefits involved and field work requirements. Using computer modeling, analyzes and evaluates data to determine potential damages of flooded areas, quantify benefits from proposed improvements, estimate economic impact of alternatives to identify projects of benefit to the Nation. Prepares reports and appendices to document findings and recommendations.

DEPARTMENT OF THE ARMY

Vacancy Announcement Number: **SWHB08591043**

Opening Date: April 04, 2008 **Closing Date:** May 04, 2008

Position: YF-2:SUPV Economist (YC) (0110), SUPV Biologist (0401), SUPV Landscape Architect (0807), SUPV Civil Engineer (0810), SUPV Environmental Engineer (0819), SUPV Physical Scientist (1301)

Salary: \$67,855 - \$131,434 Annual

Place of Work: US Army Engineer District Fort Worth, Planning, Env & Regulatory Div, Planning Br, Fort Worth, TX DUTY LOCATION: Fort Worth, TX

Position Status: This is a Permanent position. -- Full Time

Number of Vacancy: 1

Duties: You will serve as Chief of the Planning Branch, which is responsible for the technical sufficiency of planning documents prepared by government personnel and contract architect-engineering firms for the Civil Works, Military, and Support for Others program(s) of the District. Plan, organize, direct, and prepare technical studies for planning projects; providing comprehensive technical support to Army installations and implementing and managing GIS systems and Master Planning applications. Plan and coordinates work to be accomplished. Interview candidates and make selection for subordinate positions in the organization. Establish and approve performance standards, and evaluate subordinate positions. Approve or disapprove personnel actions recommended by subordinate supervisors and performance-based awards and bonuses. Administer the overall unit training plan. Promote the Command Affirmative Action Program and other special emphasis programs.



TRAINING COURSES

Upcoming PROSPECT training courses of interest to the members of the Planning CoP include:

RISK ANALYSIS—WRP&M Control Number 349

Session 1: June 2-6, 2008 Davis, CA

Session 2: July 28-August 1, 2008 Davis, CA

This course introduces concepts and tools of risk analysis into Corps of Engineers planning studies and extends these concepts to studies for structural rehabilitation and for management and operations of existing projects. Risk analysis is a decision-making framework that explicitly evaluates the level of risk if no action is taken and recognizes the monetary and non-monetary costs and benefits of reducing risks when making decisions. Risk analysis also deals with uncertainties in models, parameters, and assumptions and acknowledges them in decision making. Risk analysis comprises three tasks: risk assessment, risk management, and risk communication. Many risk assessment techniques are already in use by Corps analysts, but are not applied in a systematic and uniform manner. New methods and analytical models have been developed, along with a body of information on risk perception and communication that will also be transferred to practice.

Risk analysis is an integral component of Corps of Engineers decision making in all business lines. It affects all technical analysis throughout each step of the planning process. For example, risk perception and communication is an important element of the scoping process. Environmental analysis, hydrologic analysis, and benefit-cost analysis all require aspects of risk analysis. In addition, risk concepts and risk informed decision making are being extended to aid decisions in all phases of project life. Major aspects of risk analysis included in this course are (a) definitions and concepts, (b) probability and statistics; (c) models for risk analysis; (d) non-quantitative methods; (e) event trees and decision trees; (f) Monte Carlo simulation; (g) using scenarios; (h) benefit-cost uncertainty; (i) risk informed planning; and (j) case studies from various applications to civil works. The course includes extensive use of computer exercises as aids to learning including hands-on risk modeling and assessment tools.

There are a few spaces available in each session.

To attend this course or to receive additional information about other PROSPECT training courses, please contact the USACE Learning Center at <http://pdsc.usace.army.mil>.

Announcement of “Consulting With Tribal Nations” Training Course

By Candice S. Walters, Headquarters, Public Affairs

It's a well established fact that Native Americans have a special relationship with the environment, their connection to the earth, sky and water is reflected in their spiritual beliefs.

Employees of the U.S. Army Corps of Engineers can gain a better appreciation of how that connection plays a role in their interaction with Native Americans in a two-day course called Consulting with Tribal Nations.

The course, which has been available since 2005, is coordinated by Georgeie Reynolds, the leader of the USACE Tribal Nations Community of Practice. Two sessions are conducted each year, with the 2008 ones set for April 29 and 30 in Miami and in November in Kansas City. Previous sessions have been conducted in Memphis, Albuquerque, Louisville, Seattle, and in the New York and New England districts. Joining Reynolds in teaching the two-day sessions are Chip Smith [OASA (CW)], Jennifer Richman (NWD), representatives from local and regional Tribes, and staff of the Jacksonville District.

“The course is designed to teach Corps of Engineers employees about our legal relationship with the Tribal Nations,” Reynolds said. “The federal government trust responsibilities are spelled out in Supreme Court decisions, laws and treaties, and this course explains how those apply to the Corps and the Tribes we partner with.

“It helps raise the consciousness about the cultural differences between our employees and the Tribes, and helps our employees gain a better understanding of how

to bridge those differences.”

When it comes to the environment, Reynolds said that Native Americans “are far more in tune with the environment. We have a tribal panel during these sessions that talk about the land. Our folks definitely learn from the panel and find it very enlightening when it comes to the need for sustainability and better good stewards of the environment.”

The course attracts project managers, who are on the front lines when it comes to using the Corps different authorities to work with the Tribes, and senior leaders who may not be as familiar with the authorities and the legal responsibilities, Reynolds said. While the primary audience is Corps employees, she said that other federal agencies, such as the Environmental Protection Agency and Homeland Security, have sent employees to the course as well. “They are welcome to sit in and get what they can to help better their working relationships with the Tribes,” she added.

The spring course is set for the Miccosukee Resort and Gaming Center in Miami and is being hosted by the Jacksonville District and the Miccosukee Tribe of Florida. To register for the free course, call the Miccosukee Hotel at 305-925-2555 and make reservations for April 28-30. A block of 50 rooms has been reserved under U.S. Army Corps of Engineers until April 8.

More information can be found on the Tribal Nations Community of Practice Web site at:

http://www.usace.army.mil/cw/tribal/training_and_education.htm

Announcement of “Advanced Multi-Party Negotiation of Environmental Disputes” Course

The U.S. Institute for Environmental Conflict Resolution will be offering a course entitled “Advanced Multi-Party Negotiation on Environmental Disputes” on July 30-August 1, 2008 in Washington, D.C.

Effective multi-party negotiations and conflict management require the ability to enter into, build, and foster collaborative relationships among people involved in a dispute; a process that takes time to cultivate and maintain. Building relationships is essential to building trust. Trust is essential to successful group efforts and underlies effective joint implementation of agreements.

People need confidence and skill to negotiate in the complex context of multiple parties with diverse needs and interests. By developing a practical set of skills and tools, negotiators will work more effectively in interagency settings, with stakeholders and the public at large. Environmental, public lands and natural resources issues involve multiple interests and parties, as well as complex issues. This highly interactive workshop helps new and experienced resource managers engaged in environmental decision-making become more effective in environmental conflict negotiation, prevention and management.

For more information, go to <http://training.ecr.gov>.



CONFERENCES

Solutions to Coastal Disasters Conference

April 13-16, 2008 Oahu, Hawaii

Additional information: <http://content.asce.org/conferences/cd2008/index.html>

Dredged Material Assessment and Management Seminar

April 15-17, 2008 Sacramento, CA

Additional information: <http://el.erdc.usace.army.mil/dots/training/dmams.cfm>

Integrated Watershed Management: Reducing Nonpoint Source Pollution

May 5-7, 2008 San Diego, CA

Additional information: <http://www.waterboards.ca.gov/nps/conference2008.html>

4th International Symposium on Flood Defense

May 6-8, 2008 Toronto, Canada

Additional information: <http://www.flood2008.org/flood/>

10th Annual Harbor Safety Committee Conference

May 12-14, 2008 Seattle, WA

Additional information: <http://www.trb.org/conferences/2008/HSC/>

World Environmental and Water Resources Congress 2008

May 12-16, 2008 Honolulu, HI

Additional information: <http://www.asce.org/conferences/ewri2008>

Association of Flood Plain Managers 2008 Annual Conference

May 18-23, 2008 Reno-Sparks, NV

Additional information: <http://www.floods.org/Conferences,%20Calendar/Reno-Sparks.asp>

National Environmental Conflict Resolution Conference

May 20-22, 2008 Tucson, AZ

Additional information: <http://www.ecr.gov/ecr.asp?link=607>

Climate Information for Managing Risks Partnerships and Solutions for Agriculture and Natural Resources

June 10-13, 2008 St. Pete Beach, FL

Additional information: <http://www.conference.ifas.ufl.edu/CIMR>

Transportation Research Board Summer Conference

June 15-18, 2008 Baltimore, MD

Additional information: <http://www.trb.org/conferences/2008/Summer/announce.pdf>

20th Salt Water Intrusion Meeting

June 23-27, 2008 Naples, FL

Additional information: <http://conference.ifas.ufl.edu/SWIM/>

Riparian Ecosystems and Buffers: Working at the Water's Edge

June 30 – July 2, 2008 Virginia Beach, VA

Additional information: http://www.awra.org/meetings/Virginia_Beach2008/

International Conference on Water Scarcity, Global Changes, and Groundwater Management Responses

December 1-6, 2008 Irvine, CA

Additional information: <http://www.uwrc.uci.edu/documents/SCARCE-WATER-BROCHURE-Final.pdf>

PUBLICATIONS

The following is a list of recently published reports, studies, or articles prepared by the Corps of Engineers, other Federal agencies, or other research organizations:

“A Strategy for Federal Science and Technology to Support Water Availability and Quality in the United States” prepared by the National Science and Technology Council, Committee on Environment and Natural Resources, Subcommittee on Water Availability and Quality September 2007, available at:

<http://www.ostp.gov/galleries/NSTC/Fed%20ST%20Strategy%20for%20Water%2009-07%20FINAL.pdf>

“A Modal Comparison of Domestic Freight Transportation Effects on the General Public” prepared by the Center for Ports and Waterways at the Texas Transportation Institute, November 2007, available at:

<http://www.nationalwaterwaysfoundation.org/study/public%20study.pdf>

The Coast Guard Proceedings of the Marine Safety and Security Council, Winter 2007-08, available at:

http://www.uscg.mil/proceedings/current_issue.pdf

“National Flood Insurance Program: Greater Transparency and Oversight of Wind and Flood Damage Determinations are Needed”, prepared by the Government Accountability Office, December 2007, Report number GAO-08-28, available at: <http://www.gao.gov/new.items/d0828.pdf>

“Transportation Vision for 2030” prepared by the U.S. Department of Transportation, Research and Innovative Technology Administration, January 2008, available at:

http://www.rita.dot.gov/publications/transportation_vision_2030/pdf/entire.pdf

“A Global Map of Human Impact on Marine Ecosystems”, by Benjamin S. Halpern et al., National Center for Ecological Analysis and Synthesis, February 2008, available at: <http://www.nceas.ucsb.edu/GlobalMarine>

“Imperiled Treasures: How Recent Supreme Court Decisions and Agency Actions Have Endangered Southwest Waters and Wildlife”, prepared by National Wildlife Federation, Trout Unlimited, New Mexico Wildlife Federation, Ducks Unlimited, January 2008, available at:

http://www.nwf.org/nwfwebadmin/binaryVault/SW_WATER_REPORT.pdf

“Presenting Uncertainty About Climate Change to Water Resource Managers: A Summary of Workshops with the Inland Empire Utilities Agency”, by David G. Groves, Debra Knopman, Robert J. Lempert, Sandra H. Berry, and Lynne Wainfan, 2008, available at: http://www.rand.org/pubs/documented_briefings/DB550/

“Portfolio Analysis Methods for Assessing Capability Options” by Paul K. Davis, Russell D. Shaver and Justin Beck, RAND National Defense Research Institute, 2008, available at

<http://www.rand.org/pubs/monographs/MG662/>

“Interaction of Shore-Parallel Geotextile Tubes and Beaches along the Upper Texas Coast” by Daniel J. Heilman, M. Cameron Perry, Robert C. Thomas, and Nicholas C. Kraus, Engineer Research and Development Center, Coastal and Hydraulic Laboratory, January 2008, ERDC/CHL CHETN-II-51, available at:

<http://chl.erdclib.usace.army.mil/library/publications/chetn/pdf/chetn-ii-51.pdf>

HOW TO SUBMIT AN ARTICLE TO *PLANNING AHEAD*

Planning Ahead is designed to foster communication amongst the members of the Planning community of practice within the Corps, with those other members of the Corps family with which planners interact on a daily basis, and with members of the general public outside of the Corps. It is our goal that future editions of the newsletter will include information and perspectives of those members of the planning community on the front lines of the Corps' planning efforts, the District and Division offices. We hope that this newsletter becomes a forum to share your experiences to help the entire planning community learn from one another. We welcome your thoughts, comments, questions, suggestions, success stories, and lessons learned, so that we can share them with the broader community. Submissions should be moderate in length (4-5 paragraphs), except in cases where the article is compelling and circumstances warrant a lengthier treatment of the subject. The article should be prepared as a MS Word document. Pictures accompanying submitted articles are welcome. Pictures must be in JPEG format. Please send articles to Mr. Kenneth E. Lichtman, at Kenneth.e.lichtman@usace.army.mil

The deadline for material to be published in the next issue of *Planning Ahead* is
Wednesday, April 23, 2008

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To read past issues of the *Planning Ahead* newsletter, please visit
http://www.usace.army.mil/cw/cecw-cp/news/pa_newsletter/pa_news.html